

Training & Exercise Program Manual

Homeland Security Training & Exercise Program

2009–2010



GOVERNOR'S OFFICE OF HOMELAND SECURITY – STATE OF COLORADO

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HOMELAND SECURITY TRAINING & EXERCISE PROGRAM

INTRODUCTION

The purpose of the Colorado State Homeland Security Training and Exercise Program is to provide the citizens and first responders of Colorado with the tools they need in order to make Colorado a safer community. This manual should provide homeland security partners with the information and resources needed to effectively implement or participate in homeland security training and exercise activities in the state of Colorado.

The State Homeland Security Training & Exercise Program, managed by the Governor's Office of Homeland Security, is responsible for facilitating WMD and terrorism based training and exercise programs. In an effort to assist in the coordination of training and exercise activities at the state level, this guide also provides basic information and resources for emergency management- and fire safety-based training programs. Be sure to consult individual program managers for additional assistance.

This manual is primarily a compilation of information from federal and state regulations and guidance related to homeland security grants and programs. It is not intended to supersede or replace any federal regulations or guidance. Recipients of Homeland Security grant awards and their fiscal agents should ensure compliance with all federal and additional requirements. A list of resources can be found in appendix B of this document.

"COLORADO'S COMMUNITIES WORKING TOGETHER FOR A SAFER TOMORROW."

COLORADO STATE PRIORITIES

The Colorado State Homeland Security Strategy adopted the following priorities with regard to training and exercise:

1. *Improve training systems to ensure standards for all capabilities are met in a timely and coordinated manner;*
2. *Improve exercise planning, scheduling, execution, and evaluation activities.*

The following planning priorities for 2009–2010 have been established through regional capability assessments and the State Improvement Planning Workshop (formerly the State Improvement Planning Conference). All training and exercise activities should coordinate with these priorities.

Priority Target Capability Areas:

- | | |
|---|--|
| 1. Community Preparedness and Participation | 9. Planning |
| 2. Intelligence and Information Sharing and Dissemination | 10. Responder Safety and Health |
| 3. Communications | 11. Critical Infrastructure Protection |
| 4. Counter-Terror Investigation and Law Enforcement | 12. CBRNE Detection |
| 5. Explosive Device Response Operations | 13. WMD/Hazardous Materials Response and Decontamination |
| 6. Citizen Evacuation and Shelter-in-Place | 14. Emergency Public Information and Warning |
| 7. Medical Surge | 15. Mass Prophylaxis |
| 8. Mass Care | |

CAPABILITIES BASED PLANNING

In order to make Colorado a safer place, there must be a concentrated effort by local, regional and state personnel to create a partnership dedicated to improving our level of preparedness through a capabilities-based approach. The Colorado State Homeland Security Strategy was drafted based on capabilities-based planning.

Capabilities-based planning is a form of all-hazards planning which addresses our threats by using a wide range of possible scenarios and requirements associated with those scenarios to make us a more prepared nation. Target levels of each capability should balance the potential threat and magnitude of terrorist attacks, major disasters, and other emergencies with the resources required to protect from, to prevent, respond to, and recover from them. Officials

across the nation will be able to compare their current levels of capability to the target levels and assess overall preparedness.

Capabilities-based Planning helps us to answer the following questions:

- What should we be prepared for?
- What tasks need to be performed, under what conditions and to what standards?
- Which tasks are critical?
- What capabilities (skill sets) are needed to perform those critical tasks?
- How do we achieve/accomplish those capabilities?

Capabilities-based Planning also provides us with a continuously validated baseline to improve our nation's overall level of preparedness. A combination of self-, peer-, and outside-assessment tools enable us to ensure the appropriate balance among resources allocated to strengthen specific capabilities and the potential risk posed by terrorist attacks, major disasters and other emergencies. Colorado uses the annual Risk Assessment and Regional Target Capability Assessments to measure preparedness across the state.

PREPAREDNESS CYCLE

The National Incident Management System (NIMS) defines preparedness as "a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response." This preparedness cycle is one element of a broader National Preparedness System to protect from, to prevent, respond to, recover from, and mitigate against natural disasters, acts of terrorism, and other man-made disasters. It is important to understand the role and importance of training and exercise within this cycle.



- Strategic and operational **planning** establishes priorities, identifies expected levels of performance and capability requirements, provides the standard for assessing capabilities, and helps stakeholders learn their roles.
- Organizing and **equipping** provide the human and technical capital stock necessary to build capabilities and address modernization and sustainability requirements.
- **Training** provides first responders, homeland security officials, emergency management officials, private and non-governmental partners, citizens and other personnel with the

knowledge, skills, and abilities needed to perform key tasks required by specific capabilities.

- Organizations should make training decisions based on information derived from the assessments, strategies, and plans developed in previous steps of the Preparedness Cycle as well as through the conduct of Training and Exercise Planning Workshops (TEPW) to review and establish priorities for training and exercises and develop Multi-Year Training and Exercise Plans to address the priorities.
- **Exercises** assess and validate the speed, effectiveness and efficiency of capabilities, and test the adequacy of policies, plans, procedures, and protocols in a risk-free environment. Aside from actual events, they provide the best means of evaluating homeland security capabilities.
 - Organizations should conduct exercises as scheduled in a Multi-Year Training and Exercise Schedule developed at the annual Training and Exercise Plan Workshop (TEPW). By scheduling complementary training and exercise activities that gradually increase in complexity, the Multi-Year Training and Exercise Schedule systematically builds and enhances an organization's capabilities.
- The **evaluation and improvement** of mission and task performance is the final step of the Preparedness Cycle and is crucial to completing risk assessments, managing vulnerabilities, allocating resources, and addressing the other elements of the Cycle.
 - Organizations develop improvement plans and track corrective actions to address the capabilities identified in plans and tested in exercises or real events. Using this data to reassess and revise plans and protocols contributes to the beginning of the next Preparedness Cycle by ensuring that updated strategies and plans can be used to inform new preparedness-building activities.

TRAINING & EXERCISE PLAN WORKSHOP

The Training and Exercise Plan Workshop (TEPW) is conducted to create a Multi-year Training and Exercise Plan and Schedule (MTEP). According to the Homeland Security Exercise and Evaluation Program (HSEEP), the TEPW is a key component of the preparedness cycle and exercise program management. The workshop is a forum for developing, reviewing and updating the MTEP. It allows the participating jurisdictions the opportunity to translate priorities and goals into specific training and exercise activities, to coordinate those activities to eliminate duplicative efforts and share resources and lastly, to update & review improvement plan actions.

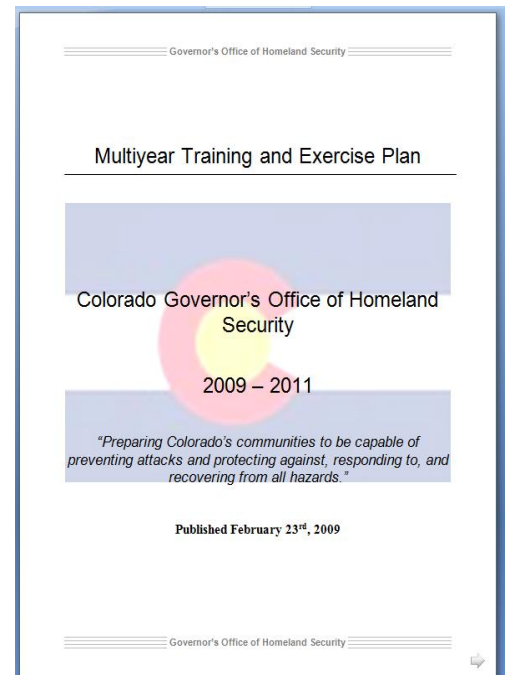
Each of Colorado's nine All-Hazards Regions and state agency partners are encouraged to conduct an annual TEPW, or at a minimum, participate in the State TEPW. The workshop is intended to afford participating jurisdictions the opportunity to use long-term planning to ensure the best utilization of Colorado's training and exercise grant funds and resources.

Participants in the regional TEPWs should include, but not be limited to, the following: local training and exercise leads/managers, representatives from all local first responder disciplines (Fire, Police, EMS, Medical, Public Health, Public Works, Emergency Management), regional coordinators and staff, and representation from the Regional Board of Directors or Steering Committee.

TRAINING & EXERCISE PLAN AND SCHEDULE

The outcome of every TEPW is the Multi-year Training and Exercise Plan and schedule. This document outlines the 3–5 year priorities for training and exercise, and demonstrates the implementation of those priorities on the schedule. Included in the Plan should be an explanation as to how the jurisdictions prioritized their needs, what those priorities are and how they will be accomplished. The Schedule should reflect training and exercise activities beyond the scope of grant funds. The activities should be a demonstration of relationship building and preparedness between partnering jurisdictions. Three- to five-year planning allows jurisdictions adequate time to effectively implement the building block approach for training and exercises.

The Colorado Multi-Year Training and Exercise Plan outlines the training and exercise activities for the 15 priority target capabilities for 2009–2011. To find the latest edition of the Colorado Multi-year Training and Exercise Plan, please visit www.colorado.gov/homelandsecurity.



CONSOLIDATED STATEWIDE CALENDAR

The State Training and Exercise Program Manager is building a consolidated statewide calendar and training management system. All local, regional, and state agency partners may participate in this new system. The consolidated calendar will provide a more comprehensive and clear view of training and exercise activities across the state. When the system has been finalized a formal announcement will be made. At that time training will be made available and the system information will be added to this document. It is expected that the system, including user training, will be completed by January 31, 2010.

GRANT GUIDANCE

The Governor's Office of Homeland Security (GOHS) is the State Administrative Agent (SAA) for the Colorado Homeland Security Grant Program. It is the responsibility of GOHS to set strategy and policy to ensure that all grant requirements are met and guidelines are followed. In addition to implementing Federal Guidance set forth by DHS/FEMA, the SAA has the authority to implement additional requirements, policies or guidelines in order to effectively implement and manage the Homeland Security Grant Program. The State Training and Exercise Program Manager serves as the SAA Training Point of Contact (SAA TPOC) and the SAA Exercise Point of Contact (SAA EPOC) for training- and exercise-related grant questions, guidance and technical assistance.

The following information establishes guidance regarding the use of training and exercise funds for the Homeland Security Grant Program (HSGP) which includes: the State Homeland Security Program (SHSP), the Urban Area Security Initiative (UASI), the Metropolitan Medical Response System (MMRS) and the Citizen Corps Program (CCP). This document also contains guidance regarding the Interoperable Emergency Communications Grant Program (IECGP). The Emergency Management Performance Grant (EMPG) is managed by the Colorado Division of Emergency Management and is not addressed in this document.

To review the Federal Grant Guidance documents by fiscal year, visit www.DHS/FEMA.gov/grants. All State grant guidance, policies and procedures can be found on the GOHS website at www.colorado.gov/homelandsecurity. Please note that in the absence of specific state guidance, federal guidance always prevails.

FEDERAL GRANT GUIDANCE



Activities implemented under HSGP must support terrorism preparedness by building or enhancing capabilities that relate to the prevention of, protection from, or response to, and recovery from **terrorism**, in order to be considered eligible. However, many capabilities which support terrorism preparedness simultaneously support preparedness for other hazards. Additionally, HSGP funds must be consistent with and supportive of the Colorado State Homeland Security Strategy and the State Preparedness Report.

TRAINING

Regions are strongly encouraged to use HSGP funds to develop a homeland security training program. Allowable training-related costs under HSGP include the establishment, support,

conduct and attendance of training specifically identified under SHSP, UASI, MMRS and CCP grant programs. Allowable training topics include, but are not limited to, CBRNE terrorism, cyber/agriculture/food security, intelligence gathering and analysis, NIMS related training, citizen and community preparedness, and training for volunteers. Trainings where HSGP funds are used must be on the approved lists of courses provided by the Department of Homeland Security. Use of HSGP funds for non-DHS approved courses will be reviewed and may be approved only on a case-by-case basis.

Training conducted using HSGP funds should address a performance gap identified through an After Action Report/Improvement Plan (AAR/IP) or contribute to building a capability that will be evaluated through an exercise. Additionally, training requests should be directly linked to the Annual Training and Exercise Plan Workshop. Exercises should be used to demonstrate and validate skills learned in training, as well as to identify training gaps. Any training or training gaps should be identified in the AAR/IP and addressed in the regional training cycle. All trainings and exercises conducted with HSGP funds should support the development and testing of jurisdictional emergency operations plans (EOP) or specific annexes, where applicable.

Urban Area Security Initiative (UASI)

All urban areas are required to develop a Multi-year Training and Exercise Plan. This plan must tie into the Colorado State Multi-year Training and Exercise Plan and align with the Urban Area Homeland Security Strategy. Further, Urban Areas are encouraged to develop a Multi-year Plan and Schedule that takes into consideration anticipated training needs of the Urban Area for at least the immediate year, with exercises being timed to provide responders with the opportunity to utilize training received.

Metropolitan Medical Response System (MMRS)

Development and delivery of local and regional MMRS training programs and schedules should be based on the MMRS community's risk management strategy. Allowable activities include:

- Training to strengthen medical surge, mass prophylaxis, triage and pre-hospital treatment, medical supplies management and distribution, mass care and fatality management capabilities
- Training to support pandemic influenza preparedness
- Training in support of mass casualty response teams



Citizen Corps Program Training (CCP)

- Training funded through the CCP includes but is not limited to: all-hazards safety, such as emergency preparedness, basic first aid, life saving skills, crime prevention and terrorism awareness, school preparedness, public health issues, mitigation/property damage prevention, safety in the home, light search and rescue skills, principles of NIMS/ICS, community relations, volunteer management, serving people with disabilities, pet care preparedness, any training necessary to participate in volunteer activities, any training necessary to fulfill surge capacity roles, or other training that promotes individual, family, or community safety and preparedness.
- There is no cap on the number of deliveries State or local jurisdictions may conduct of non-responder community-based training workshops, seminars, demonstrations, or conferences. Examples include: CPR/AED training, terrorism awareness seminars, and community preparedness conferences.
- Funding for CERT training includes the delivery of the CERT Training Course, supplemental training for CERT members who have completed the basic training, and the CERT Train-the-Trainer course. Any CERT training conducted by State or local entities must: 1) include the topics covered in the DHS/FEMA CERT Training Course; 2) be instructor-led; and 3) and be classroom-based, using lecture, demonstration, and hands-on practice throughout. Note that the Independent Study course, "Introduction to CERT" (IS 317) must not be substituted for classroom delivery of CERT training. There is no cap on the number of deliveries State or local jurisdictions may conduct of the CERT Training, the CERT Train-the-Trainer, Campus CERT Train-the-Trainer, or Teen CERT Train-the-Trainer courses, or supplemental/advanced training for CERT program participants.
- Any training supported with CCP funds should be delivered with specific consideration to include all ages, ethnic and cultural groups, persons with disabilities, and special needs populations at venues throughout the community, to include schools, neighborhoods, places of worship, the private sector, non-governmental organizations, and government locations. Expenditures to provide necessary non-structural accommodations for persons with special needs is allowable (i.e., sign language interpreters). Jurisdictions are also encouraged to leverage existing training provided via educational/professional facilities and to incorporate non-traditional methodologies such as the Internet, distance learning, or home study whenever such delivery supports training objectives. Pilot courses and innovative approaches to training citizens and instructors are encouraged.
- Instruction for trainers and training to support the Citizen Corps Council members in their efforts to manage and coordinate the Citizen Corps mission is also an allowable use of the FY 2009 CCP funding.



ALLOWABLE EXPENDITURES – TRAINING

The following is a list of allowable costs directly from the U.S. Department of Homeland Security Homeland Security Grant Program Guidance and Application Kit for Fiscal Years 2007, 2008 and 2009. These allowable costs are applicable to SHSP, UASI, MMRS and CCP. The allowable costs matrices for FY09, FY08, and FY07 can be found in the Appendix C of this document.

Allowable Training Costs HSGP FY07, FY08 and FY09

Allowable training-related costs include, but are not limited to, the following:

- **Funds used to develop, deliver, and evaluate training**, including costs related to administering the training, planning, scheduling, facilities, materials and supplies, reproduction of materials, and equipment.
- **Overtime and Backfill costs**, as defined in this guidance, associated with attending or teaching DHS/FEMA-sponsored and/or approved training courses and programs are allowed. These costs are allowed only to the extent the payment for such services is in accordance with the policies of the State or unit(s) of local government and has the approval of the SAA. In no case is dual compensation allowable. (See personnel expenses table in Appendix D.)
 - **Dual Compensation:** An employee of a unit of government may not receive compensation from both their unit or agency of government AND from an award for a single period of time (e.g., 1:00 pm to 5:00 pm), even though such work may benefit both activities. Further, overtime costs associated with employees who participate in training in a teaching role for which they are compensated are not allowed.
- **Travel costs** (e.g., airfare, mileage, per diem, hotel) are allowable expenses by employees who are on travel status for official business related to approved training.
- **Hiring of Full- or Part-Time Staff or Contractors/Consultants** to support training-related activities. Payment of salaries and fringe benefits must be in accordance with the policies of the State or unit(s) of local government and have the approval of the State or awarding agency, whichever is applicable. Such costs must be included within the funding allowed for program management personnel expenses for the appropriate fiscal year. (See personnel expenses table in Appendix D.)
- **Certification/Recertification of Instructors** is an allowable cost. States are encouraged to follow the DHS/FEMA Instructor Quality Assurance Program to ensure a minimum level of competency and corresponding levels of evaluation of student learning. This is particularly important for those courses that involve training of trainers. This information is contained in Information Bulletin #193, issued October 20, 2005.

The following federal guidance describes the use of HSGP funds for training activities. For additional guidance regarding training activities, please see the State Grant Guidance section of this document.

DHS/FEMA Provided Training

- Courses and programs developed for and/or by institutions and organizations directly funded by DHS/FEMA. This includes the Center for Domestic Preparedness, the National Domestic Preparedness Consortium, the Rural Domestic Preparedness Consortium, the National Emergency Training Center (EMI/NFA), and DHS/FEMA training partners funded through the Continuing and Demonstration Training grant programs. These courses are found in the Training and Exercise Integration/Training Operations Catalog.

Federal Sponsored Courses

- These courses are developed for and/or delivered by institutions funded by Federal entities other than DHS/FEMA. These courses fall within the DHS/FEMA mission scope and have been approved through the DHS/FEMA course review and approval process. These courses are found in the Federal Sponsored Course Catalog.

State Sponsored Courses

- Courses developed for and/or delivered by institutions or organizations other than Federal entities or DHS/FEMA and are sponsored by the SAA or their designated TPOC. These courses fall within the DHS/FEMA mission scope and have been approved through the DHS/FEMA course review and approval process. These courses are found in the State Sponsored Course Catalog.
- For more information regarding the addition of courses to the Colorado sponsored course catalog, please see the Homeland Security Training Program section of this document.

Attending State or Federal Sponsored Courses

- States, territories, and Urban Areas are not required to request approval from DHS/FEMA for personnel to attend State- or Federal-sponsored courses provided that the training is coordinated with and approved by the SAA TPOC and falls within the DHS/FEMA mission scope, the jurisdiction's EOP, and the State Homeland Security Strategy.
- States, territories, and Urban Areas are required, within 30 days after attendance, to submit information to the SAA TPOC on all State- or Federal-sponsored courses supported with HSGP funds. This information should be submitted on the Federal/State Course Attendance Reporting Form in Appendix E of this document.
- States, territories, and Urban Areas intending to use DHS/FEMA funds to support attendance at State- or Federal-sponsored courses must ensure these courses:

- Fall within the DHS/FEMA mission scope to prepare State and local personnel to prevent, protect against, respond to, and recover from acts of terrorism and catastrophic events
- Build additional capabilities that
 - a) support a specific training need identified by the State and/or Urban Area, and;
 - b) comport with the State, or Urban Area Homeland Security Strategy
- Address specific tasks and/or competencies articulated in DHS/FEMA's *Emergency Responder Guidelines* and the *Homeland Security Guidelines for Prevention and Deterrence*
- Address specific capabilities and related tasks articulated in the September 2006 version of the TCL
- Support the specific program training activities identified in the individual HSGP grant programs (SHSP, UASI, MMRS, CCP) for which the funding will be used
- Comport with all applicable Federal, State, and local regulations, certifications, guidelines, and policies deemed appropriate for the type and level of training

Attending Non-Approved Courses

- In support of the continuing efforts to build common catalogs of approved training not provided by DHS/FEMA, the SAA will have the ability to review and pre-approve **three** deliveries of the same course within a State before the course is required to go through the DHS/FEMA State course review and approval process. Additional course deliveries may be authorized during the review period. However, if the course is disapproved as part of the process, no additional DHS/FEMA funds can be dedicated to attending the course.
- See additional State guidance regarding attendance at Non-Approved Courses.

Other Approved Courses

- Two broad categories of courses automatically qualify for support with HSGP funds, and will be included in the catalogs of approved training not provided by TEI/TO. Examples of these broad categories are:
 1. All NIMS training approved by the Incident Management Systems Division (IMSD).*
 2. All Incident Command System (ICS) training offered through the National Fire Academy (NFA) and the Emergency Management Institute (EMI).*

**Some exclusions do exist. Please contact your SAA TPOC prior to the expenditure of grant funds for any training that may fall into the above categories.*

Attending Out-of-State Courses

- Attendance at out-of-state training courses is allowable. **All state and federal grant requirements still apply.**

Interoperable Emergency Communications Grant Program (IECGP)

IECGP provides funding to improve interoperable emergency communications capabilities across States, territories, local and tribal governments and to support the implementation of the Statewide Communication Interoperability Plans (SCIP). One of the objectives of this grant program is to enhance responders' emergency communication skills and capabilities through training and exercise.

- Training Activities

Communications-specific training activities should be incorporated into the statewide training and exercise plan and coordinated with the State Interoperability Coordinator. Training developed or conducted using IECGP funds should address a performance gap identified through SCIPs, TICP AARs and/or other assessments. Exercises should be used to provide the opportunity to demonstrate and validate skills learned in training and to identify training gaps. Any training or exercise gaps should be identified in the grantee's AAR/Improvement Plan (IP) and addressed in the training cycle. FY 2009 IECGP funds may be used for the following interoperable emergency communication training activities-

- **Funds used to develop, deliver, attend, and evaluate training.** Grant funds may be used to develop training programs and materials. Grant funds may also be used to plan, attend, and conduct communications-specific training workshops or conferences, to include covering costs related to planning, meeting space, and other meeting costs, facilitation costs, materials and supplies, travel, and training development.

Communications-specific training should focus on-

- a. Use of established operational protocols (e.g., plain language)
 - b. Use of NIMS Incident Command System (ICS)
 - c. Use of interoperable emergency communications solutions
 - d. Communications Unit Leader Training, Communications Unit Technician, or other ICS Communications Unit position training.
- **Travel.** Travel costs (e.g., airfare, mileage, per diem, or hotel) are allowable as expenses by employees who are on travel status for official business related to the planning and conduct of the training project(s).
 - **Supplies.** Supplies are items that are expended or consumed during the course of the planning and conduct of the training project(s).
 - **Meeting-related expenses.** These costs may include the rental of space/locations/facilities for planning and conducting training. This may also include costs for signs, badges, and similar materials.

EXERCISE

Exercises conducted with HSGP funding must be managed and executed in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP). **There are no exceptions.** Important to note, all exercises using HSGP funding must also be NIMS compliant. Prior to the

execution of any exercise, the exercise must be uploaded onto the National Exercise Schedule System. Regardless of exercise type or scope, After Action Reports/Improvement Plans (AAR/IP) are due to the SAA EPOC within 45 days of the completion of the exercise. Failure to comply with this requirement may result in the withholding of grant funds.

The scenarios used in HSGP funded exercises must be based on the State Homeland Security Strategy. Scenarios used must focus on validating existing capabilities and must be large enough in scope and size to exercise multiple tasks. Exercises should also be based on the State Multi-Year Training & Exercise Plan and tie directly to the Training and Exercise Planning Workshop.

Acceptable scenarios for SHSP, UASI, MMRS and CCP exercises include: chemical, biological, radiological, nuclear, explosive, cyber, agricultural and natural or technological disasters. Exercise scenarios MUST be catastrophic in scope and size, as defined by the National Response Framework.

UASI Exercises

- All urban areas are required to develop a Multi-year Training and Exercise Plan. This plan must tie into the Colorado State Multi-Year Training and Exercise Plan and align with the Urban Area Homeland Security Strategy. Further, Urban Areas are encouraged to develop a Multi-Year Plan and Schedule that takes into consideration anticipated training needs of the Urban Area for at least the immediate year, with exercises being time to provide responders with the opportunity to utilize training received. Urban Areas are eligible to apply for exercise direct support, but must do so in coordination with the SAA. Direct support exercises provided to the Urban Areas will count against the amount of direct support allotted to the State for the fiscal year.

MMRS Exercises

- The scenarios used in MMRS exercises should focus on incidents that would be catastrophic to the MMRS jurisdiction and/or have national impact caused by any hazard. Grantees are encouraged to use scenarios with a focus on medical issues related to preparedness and response. Scenarios should test appropriate target capabilities that support the MMRS jurisdiction's mission.
- Citizen participation in exercises is strongly encouraged and should be coordinated with the local Medical Reserve Corps and Citizen Corps Council.
- MMRS jurisdictions, in coordination with regional, Urban Area, and State exercise and public health officials, are expected to schedule, design, conduct, and evaluate mass casualty exercises that are in compliance with both DHS/FEMA and CDC Public Health Emergency Preparedness Cooperative Agreement Exercise requirements and guidance.

CCP Exercises

- Exercises specifically designed for non-governmental entities and the general public are allowable activities and may include testing public warning systems, evacuation/shelter in-place capabilities, family/school/business preparedness, and participating in tabletop or full scale emergency responder exercises at the local, State, or national level, to include annual National Level Exercises (NLE).

IECGP Exercises

Exercises conducted using IECGP funds must be managed and executed in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP). All exercises using IECGP funding must be NIMS compliant. Communications-specific exercise activities should be incorporated into the statewide training and exercise plan and coordinated with the State interoperability coordinator and/or statewide interoperable emergency communications governance committee. FY 2009 IECGP funds may be used for the following interoperable emergency communication exercise activities–

- **Funds used to design, develop, conduct, and evaluate exercises.** Grant funds may be used to enhance existing training, to include an interoperable emergency communications component, or to plan and conduct communications-specific exercise workshops or conferences. This includes costs related to planning, meeting space and other meeting costs, facilitation costs, materials and supplies, travel, and exercise plan development. Funds may be used to design, conduct, and evaluate interoperable emergency communications exercises, including tabletop and fully functional exercises. Exercise activities should focus on the–
 - a. Use of established operational protocols
 - b. Use of interoperable emergency communications solutions
 - c. Use of TICP to exercise on SOPs
- **Travel.** Travel costs (e.g., airfare, mileage, per diem, or hotel) are allowable as expenses by employees who are on travel status for official business related to the planning and conduct of the IECGP exercise project(s).
- **Supplies.** Supplies are items that are expended or consumed during the course of the planning and conduct of the exercise project(s).
- **Meeting-related expenses.** These costs may include the rental of space/locations/facilities for planning and conducting exercises. This may also include costs for signs, badges, and similar materials.

ALLOWABLE EXPENDITURES – EXERCISE

The following is a list of allowable costs directly from the U.S. Department of Homeland Security Homeland Security Grant Program Guidance and Application Kit for Fiscal Years 2007, 2008 and 2009. These allowable costs are applicable to SHSP, UASI, MMRS and CCP. The allowable costs matrices for FY09, FY08, and FY07 can be found in Appendix C of this document.

Allowable Exercise Costs HSGP FY07, FY08 and FY09

Allowable exercise-related costs include:

- **Funds Used to Design, Develop, Conduct and Evaluate an Exercise**, Includes costs related to planning, meeting space and other meeting costs, facilitation costs, materials and supplies, travel, and documentation.
- **Hiring of Full or Part-Time Staff or Contractors/Consultants** – Full or part-time staff may be hired to support exercise-related activities. Such costs must be included within the funding allowed for program management personnel expenses. (See personnel expenses table in Appendix D.) The applicant's formal written procurement policy or the Federal Acquisition Regulations (FAR) – whichever is more stringent – must be followed. In no case is dual compensation allowable.
- **Overtime and Backfill** – Overtime and backfill costs associated with the design, development, and conduct of exercises are allowable expenses. These costs are allowed only to the extent the payment for such services is in accordance with the policies of the State or unit(s) of local government and has the approval of the SAA. In no case is dual compensation allowable. (See personnel expenses table in Appendix D.)
 - **Dual Compensation:** An employee of a unit of government may not receive compensation from both their unit or agency of government AND from an award for a single period of time (e.g., 1:00 pm to 5:00 pm), even though such work may benefit both activities. Further, overtime costs associated with employees who participate in training in a teaching role for which they are compensated are not allowed.
- **Travel** – Travel costs are allowable expenses by employees who are on travel status for official business related to the planning and conduct of exercise project(s).
- **Supplies** – Supplies are items that are expended or consumed during the course of the planning and conduct of the exercise project(s) (e.g., copying paper, gloves, tape, non-sterile masks, and disposable protective equipment).
- **Other Items** – These costs include the rental of space/locations for exercise planning and conduct, rental of equipment (e.g., portable toilets, tents), food, exercise signs, badges, etc.

Unauthorized Exercise Costs

Unauthorized exercise-related costs include:

- Reimbursement for the maintenance and/or wear and tear costs of general use vehicles (e.g.,

construction vehicles) and emergency response apparatus (e.g., fire trucks, ambulances).

- Equipment that is purchased for permanent installation and/or use, beyond the scope of exercise conduct (e.g., electronic messaging signs).

Training and Exercise Plan Workshop

- States and Urban Areas are required to conduct an annual Training and Exercise Plan Workshop (TEPW). A Multi-Year Training and Exercise Plan must be produced from the TEPW and submitted to the SAA EPOC. This plan must be updated annually. The Training and Exercise Plan will include the State's training and exercise priorities, associated capabilities, and a multi-year training and exercise schedule. The Plan and the schedule must both be submitted within 45 days of the workshop and should reflect all exercises that are being conducted throughout the State. All scheduled exercises must be entered through the National Exercise Schedule (NEXS) Application, which is located on the HSEEP website. A template of the Multi-Year Training and Exercise Plan can be found in HSEEP Volume guidance and on the HSEEP website (<https://hseep.gov>) under the Sample Exercise Documents section.

Models, Simulations and Games

- Grantees who wish to expend funds on models, simulations, or games must consult with *"Review of Models, Simulations, and Games for Domestic Preparedness Training and Exercising, Volume III,"* which provides an overview and analysis of existing models, simulations, and games.

Exercise Evaluation

- All exercises will be performance-based and evaluated. An After-Action Report/Improvement Plan (AAR/IP) will be prepared and submitted to the SAA EPOC within 45 days following every exercise, regardless of type or scope. The SAA EPOC will then submit the AAR/IP to DHS/FEMA. AAR/IPs must conform to the HSEEP format, should capture objective data pertaining to exercise conduct, and must be developed based on information gathered through Exercise Evaluation Guides (EEGs) found in HSEEP Volume IV. All applicants are encouraged to use the Lessons Learned Information Sharing System (LLIS.gov) as a source for lessons learned and to exchange best practices.

Personnel Expenses

The following table represents the personnel and/or personnel-related activities that are subject to an expenditure cap (a percentage of the total allocation) including training- and exercise-related activities. In no case is dual compensation allowable. Please note the differences by fiscal year. *MMRS and CCP are exempt from the personnel expenditure cap.

<i>Fiscal Year/ Programs</i>	<i>Personnel Expense Cap (%)</i>	<i>Activities INCLUDED in the cap</i>	<i>Activities EXCLUDED from the cap</i>
FY2009 SHSP/UASI FY2009 IECGP	50% Training & Exercise (combined) Personnel Costs must NOT exceed 15% of the total 50% allocation	<ul style="list-style-type: none"> Operational Overtime Overtime/Backfill to participate in approved training or exercise deliveries Salaries & personnel costs of intelligence analysts Overtime to participate in intelligence sharing activities Salaries & personnel costs of planners, equipment managers, exercise coordinators, and/or training coordinators Salaries & personnel costs under the M&A category Contractor costs associated with performing the above activities 	None.
FY2008 SHSP/UASI	15%	<ul style="list-style-type: none"> Operational Overtime Overtime/Backfill to participate in approved training or exercise deliveries Salaries & personnel costs of intelligence analysts Overtime to participate in intelligence sharing activities Salaries & personnel costs of planners, equipment managers, exercise coordinators, and/or training coordinators Salaries & personnel costs under the M&A category 	<ul style="list-style-type: none"> Contractor costs associated with performing the included activities
FY2007 SHSP/UASI	15%	<ul style="list-style-type: none"> Operational Overtime Overtime/Backfill to participate in approved training or exercise deliveries Overtime to participate in intelligence sharing activities Salaries & personnel costs of planners, equipment managers, exercise coordinators, and/or training coordinators 	<ul style="list-style-type: none"> Salaries & personnel costs under the M&A category Contractor costs associated with performing the included activities Salaries & personnel costs of intelligence analysts



STATE GRANT GUIDANCE

The following is grant guidance set by the SAA for the State of Colorado. These guidelines must be followed in addition to the Federal Guidance. In the absence of specific State guidance, Federal Guidance will always apply. For documentation of state grant management policies and guidelines, please access the Grants Management Guide, Homeland Security Grant Guidance and Application and other grant forms/documents on the GOHS website under the grants program page (www.colorado.gov/homelandsecurity).

If you have any questions or concerns regarding eligible expenses, grant guidance, etc., please contact your SAA TPOC/EPOC or GOHS Grant Manager as soon as possible and prior to the expenditure of any grant funds.

TRAINING

- Overtime/Backfill to support approved trainings:
 - Overtime/Backfill for training activities are allowable for the following programs:
 - FY07: SHSP, UASI, MMRS, CCP
 - FY08: MMRS, CCP
 - FY09: SHSP, UASI, MMRS, CCP
 - The decision to utilize training funds for Overtime/Backfill has been left up to the Board of Directors for each Region and the Denver UASI Working Group. It remains an allowable cost for the above programs, but may be limited per regional direction.
 - Dual Compensation: An employee of a unit of government may not receive compensation from both their unit or agency of government AND from an award for a single period of time (e.g., 1:00 pm to 5:00 pm), even though such work may benefit both activities. Further, overtime costs associated with employees who participate in training in a teaching role for which they are compensated are not allowed.
- Food/Beverage Expenses: Food or beverage expenses are allowable costs under the following circumstances:
 - The food and/or beverages are provided to participants at training sessions that are allowable under grant guidance;
 - The cost of the food and/or beverages provided is considered to be reasonable;
 - The food and/or beverages provided are subject of a work related event;
 - Participation by all participants is mandatory;

- The food and/or beverages provided are not related directly to amusement and/or social event(s);
- Alcohol is not an allowable expense. Any events where alcohol is served are considered to be a social event;
- When food and/or beverage is provided, the amount charged for per diem* must be reduced accordingly. (*See Federal Per Diem guidance in the resources section.)
- Deposits: Generally deposits are not approved, and are not considered a good practice, as getting them back if the event is cancelled can be problematic. If a deposit is absolutely necessary, prior approval from the GOHS Grant Management Team is required. Many businesses are well aware that governmental entities typically do not pay deposits and will offer an invoice option. Please contact your assigned Grant Manager if you have questions about deposits.
- Training Reimbursements:
 - Local jurisdictions must coordinate all training expense reimbursements through their Regional Homeland Security Coordinator.
 - WITHHOLDING OF REIMBURSEMENT REQUESTS: The following conditions regarding training may result in the withholding of draw downs until corrective actions have been made:
 - Course Titles/Codes: The full course title and DHS course code must be listed on the reimbursement request. (i.e., Rail Car Incident Response – AWR-147)
 - Item descriptions: Expense descriptions must be provided. General categories will not be accepted.
 - Documentation: For monitoring purposes, copies of specific timesheets, rosters, receipts, travel information or additional documentation may be requested.
 - Lack of Pre-approval for Non-Approved Trainings: Non-Approved courses that have not been pre-approved prior to conduct will be denied.
- Equipment: Equipment expenses directly related to approved training activities must be located on the Authorized Equipment List (AEL). This list can be found at www.rkb.us. For exemptions, please contact your SAA TPOC as soon as possible and prior to any expenditure of grant funds.
- Training Materials: All printed materials (including training manuals) created with GOHS grant funding must prominently contain the following language: *"This document was prepared under a grant from DHS/FEMA's Grant Programs Directorate, U.S. Department of Homeland Security. Points of view or opinions expressed in this document are those of the*

author and do not necessarily represent the official position or policies of DHS/FEMA's Grant Programs Directorate or the U.S. Department of Homeland Security."

- Federal Employees: No more than 25% of course attendees (per course) may be federal employees. Using HSGP funds to train federal employees should be a direct result of mutual aid agreements or daily response activities associated with the federal agency/entity and the sponsoring jurisdiction. Jurisdictions who have written mutual aid agreements with federal entities may request an exemption to this cap through the SAA TPOC.
- Attendance at Non-Approved Trainings: A request for exemption for delivery of or attendance at non-approved trainings must be submitted to the SAA TPOC a minimum of 45 days prior to the course date.
 - To request delivery of or attendance at a non-approved course, please use the request form in Appendix F.
 - Lack of Pre-approval for Non-Approved Trainings: Non-Approved courses that have not been pre-approved prior to conduct will be denied.
- Courses provided by Federal Agencies/Partners (non-approved): Courses that are sponsored or provided by federal agencies/partners, and are not cataloged, fall into the non-approved training category. These courses may be approved up to three times on a case-by-case basis only. (*See Non-Approved Training Section.)
 - Some federal partners have courses in one of the three approved catalogs. This does not imply that other courses by the same entity are approved. If it is not in the catalog then it is not approved.
- State- and Federal-Sponsored Courses: Delivery of or attendance at courses found in the State or Federal Sponsored Course Catalogs require reporting to DHS. Complete the attendance reporting form found in Appendix E and submit it to the SAA TPOC within 30 days of the course date.
- TEPWs: All regions receiving training and exercise funds should be conducting TEPWs in order to ensure the appropriate use of funds. Beginning with the FY10 Homeland Security Grant Program all regions, including the Denver UASI, will be required to conduct a Regional TEPW.
 - The three MMRS Regions may choose to conduct their own TEPWs or they may pair with their respective regions.
 - Citizen Corps Councils are expected to be active participants at the Regional TEPWs.
- Training Contractors/Consultant: The following is a list of requirements that must be met for contractors or consultants to be hired to support approved training related activities. This includes full- and part-time contractors such as "interns."

- Must not exceed personnel or personnel-related activity expenses cap by fiscal year (See personnel expenses table – Appendix D)
- The contractor must not be debarred from participation in state or federal programs. Debarment information can be found at <http://www.epls.gov>;
- A description of the procurement process used to select the contractor is maintained in the grant file;
- Must be a signed contract with a scope of work (a purchase order and/or funding encumbrance document *may* suffice, please contact your grant manager with questions);
- Contractor time and activity records must be maintained in a project file;
- The contractor is not receiving payment for more than once source for the same work for this project;
- The contractor is not a federal employee;
- The contractor must sign the State of Colorado Form IA-1: “Certification and Affidavit Regarding Illegal Aliens,” and the certification must be maintained in the grant file;
- Course costs including travel and per diem* must be at or below federal guidelines and must not be excessive (*See Federal Per Diem guidance in the resources section);
- According to the State of Colorado Procurement Rules guide, services costing between \$25,000 and \$150,000 may be purchased using a documented quote process. If, however, local procurement policies are more restrictive, local policies must be followed.
- Compensation for Volunteers: Under no circumstances should volunteers be paid or reimbursed for time spent participating in homeland security training activities.
 - A Volunteer is someone who performs or offers to perform a service without expectation of reward or compensation.
 - Any person being compensated for time spent participating in homeland security training activities is not a volunteer, and falls under the category of personnel (Full- or Part-time staff or contractor/consultant) which is subject to the personnel expenditure cap.

EXERCISE

- NEXS Reporting: All exercises paid for with HSGP funds must be added to the National Exercise Schedule on the HSEEP Toolkit.

- Exercise Reimbursements:
 - Local jurisdictions must coordinate all exercise expense reimbursements through their Regional Homeland Security Coordinator.
 - WITHHOLDING OF REIMBURSEMENT REQUESTS: The following conditions regarding exercise may result in the withholding of draw downs until corrective actions have been made:
 - Item descriptions: Expense descriptions must be provided– general categories will not be accepted
 - Exercise Name: The exercise name must be indicated along with item descriptions.
 - AARs must be submitted to the SAA EPOC within 45 days of the exercise date; violation of this may result in future REIMBURSEMENT REQUEST withholding
 - Documentation: For monitoring purposes, copies of specific timesheets, rosters, receipts, travel information or additional documentation may be requested.
- TEPWs: All regions receiving training and exercise funds should be conducting TEPWs in order to ensure the appropriate use of funds. Beginning with the FY10 Homeland Security Grant Program all Regions, including the Denver UASI, will be required to conduct a Regional TEPW.
 - The three MMRS regions may choose to conduct their own TEPWs or they may pair with their respective region.
 - Citizen Corps Councils are expected to be active participants at the Regional TEPWs
- AAR SUBMISSION: All exercise after action reports/improvement plans are due to the SAA TPOC within 45 calendar days of the completion of the exercise. The AAR/IP will then be submitted to DHS/DHS/FEMA by the SAA TPOC.
- Deposits: Generally deposits are not approved, and are not considered a good practice, as getting them back if the event is cancelled can be problematic. If a deposit is absolutely necessary, prior approval from the GOHS Grant Management Team is required. Many businesses are well aware that governmental entities typically do not pay deposits and will offer an invoice option. Please contact your assigned Grant Manager if you have questions about deposits.
- Exercise Contractors/Consultants: The following is a list of requirements that must be met for contractors or consultants to be hired to support approved exercise related activities. This includes full- and part-time contractors such as “interns.”
 - Must not exceed personnel or personnel-related activity expenses cap by fiscal year (See personnel expenses table – Appendix D)

- The contractor must not be debarred from participation in state or federal programs. Debarment information can be found at <http://www.epls.gov>;
 - A description of the procurement process used to select the contractor is maintained in the grant file;
 - Must be a signed contract with a scope of work (a purchase order and/or funding encumbrance document *may* suffice, please contact your grant manager with questions);
 - Contractor time and activity records must be maintained in a project file;
 - The contractor is not receiving payment for more than once source for the same work for this project;
 - The contractor is not a federal employee;
 - The contractor must sign the State of Colorado Form IA-1: "Certification and Affidavit Regarding Illegal Aliens," and the certification must be maintained in the grant file;
 - Course costs including travel and per diem* must be at or below federal guidelines and must not be excessive (*See Federal Per Diem guidance in the resources section);
 - According to the State of Colorado Procurement Rules guide, services costing between \$25,000 and \$150,000 may be purchased using a documented quote process. If, however, local procurement policies are more restrictive, local policies must be followed.
- Unallowable costs for Conferences & Workshops:
 - Entertainment;
 - Sporting Events;
 - Visa Fees;
 - Passport Charges;
 - Bar charges/alcoholic beverages;
 - Laundry charges; and
 - Lodging costs in excess of Federal per diem*.

*See resources section for additional information regarding federal per diem rates.
 - Dual Compensation: An employee of a unit of government may not receive compensation from both their unit or agency of government AND from an award for a single period of time (e.g., 1:00 pm to 5:00 pm), even though such work may benefit both activities. Further, overtime costs associated with employees who participate in training in a teaching role for which they are compensated are not allowed.

- Compensation for Volunteers: Under no circumstances should volunteers be paid or reimbursed for time spent participating in homeland security training activities.
 - A Volunteer is someone who performs or offers to perform a service without expectation of reward or compensation.
 - Any person being compensated for time spent participating in homeland security training activities is not a volunteer, and falls under the category of personnel (Full- or Part-time staff or contractor/consultant) which is subject to the personnel expenditure cap.
- Fuel: For vehicles used during an exercise, fuel or mileage reimbursement must be pre-approved. Vehicles must be used as direct support to the exercise.

HOMELAND SECURITY TRAINING PROGRAM

Homeland Security training programs are the mechanism through which we prepare our first responders and citizens to protect from, to prevent, respond to and recover from terrorism and other catastrophic events. Training programs should be utilized to not only build capability, but also to foster relationships among different disciplines and jurisdictions.

TRAINING POINTS OF CONTACT

Efforts to make Colorado a safer community span all jurisdictions and disciplines. At the State level we have established a division of responsibilities that we believe will best serve our homeland security partners' training needs. Below please find the organization of training responsibilities between the Governor's Office of Homeland Security, the Colorado Division of Emergency Management and the Colorado Division of Fire Safety. Contact information for these agencies can be found in Appendix A of this document.

Training Program or Need	GOHS	CDEM	CDFS
Center for Domestic Preparedness (Resident and MTT)	X		
New Mexico Tech (EMRTC) (Resident and MTT)	X		
Dugway Proving Ground (ACBIRC)	X		
Bechtel Nevada (Resident and MTT)	X		
Transportation Technology Institute (TTCI-Pueblo) Training	X		X
WMD/HazMat Training Programs	X		X
Terrorism Programs (All mission areas)	X		
Homeland Security (DHS) Based Training Programs (All Mission Areas)	X		
Emergency Management Institute (EMI)		X	
FEMA Based Training Programs		X	
Citizen Corps Training (CERT, Fire Corps, VIPs, etc.)	X		
NIMS & NIMSCAST		X	X
CSEPP Training		X	
EOC Operations Training		X	
ESF Training		X	
State and Regional TEPWs	X		
Technical Assistance for Regional/State Agency Training & Exercise Programs (Program Management, Regional TEPWs, etc.)	X		
Incident Command System (ICS)		X	X
Incident Management Team (IMT)			X
Submission of new courses to DHS portal	X		
Consolidated State Training & Exercise Calendar	X		

TYPES OF TRAINING

The following section provides an overview of available homeland security related training programs. This information will be updated as new programs become available.

- **DHS/FEMA Provided Training:** These courses or programs are developed for and/or delivered by institutions and organizations funded directly by DHS/FEMA. This includes the Center for Domestic Preparedness (CDP), the National Domestic Preparedness Consortium (NDPC), the Rural Domestic Preparedness Consortium (RDPC), National Emergency Training Center (National Fire Academy and the Emergency Management Institute), and DHS/FEMA Training Partners funded through the Continuing and Demonstration Training grant programs.
 - **Approved Training Operations Course Catalog:** This catalog lists DHS/FEMA's National Integration Center's (formerly Office of Grants & Training) sponsored courses. These courses have been created and/or validated by the Training and Exercise Integration Secretariat.
- **Federal Sponsored Courses:** This catalog lists courses developed for and/or delivered by institutions funded by Federal entities other than DHS/FEMA.
 - **Approved Federal Sponsored Course Catalog:** This catalog lists Federal sponsored courses that fall within the DHS/FEMA mission scope, and have been approved through the DHS/FEMA course review and approval process.
- **State Sponsored Courses:** These courses are developed for and/or delivered by institutions or organizations other than Federal entities or DHS/FEMA and are sponsored by the SAA or their designated TPOC.
 - **Approved State Sponsored Course Catalog:** This catalog lists State/territory sponsored courses that fall within the DHS/FEMA mission scope and have been approved through the DHS/FEMA course review and approval process.
- **Training Not Provided by DHS/FEMA:** These courses are either State sponsored or Federal sponsored, coordinated and approved by the SAA or their designated Training Point of Contact (TPOC), and fall within the DHS/FEMA mission scope to prepare State and local personnel to prevent, protect against, respond to, and recover from acts of terrorism or catastrophic events.
- **Non-Approved Training:** Training that falls into this category is non-cataloged training that is delivered by developed for and/or delivered by institutions or organizations other than

To access updated versions of the three DHS approved course catalogs visit

www.firstrespondertraining.gov

Federal entities or DHS/FEMA and are **not** sponsored by the SAA or their designated TPOC. This includes training provided by private training consultants or firms, and some educational institutions and training academies. These trainings will not be found in any one of the three approved training catalogs.

- **Other Approved Courses:** Two broad categories of courses automatically qualify for support with HSGP funds, and will be included in the catalogs of approved training not provided by TEI/TO. Examples of these broad categories are:
 - All NIMS training approved by the Incident Management Systems Division (IMSD).
 - All Incident Command System (ICS) training offered through the National Fire Academy (NFA) and the Emergency Management Institute (EMI).

DHS APPROVED TRAINING OPPORTUNITIES

DHS TRAINING PARTNERS

The NIC draws upon a coalition of "Training Partners" in the development and delivery of its training programs. This coalition is composed of government training facilities, academic institutions and private organizations, all of which are committed to the task of providing a variety of specialized, state-of-the-art training for emergency responders across the country.

The Training Partners include:

- Center for Domestic Preparedness (CDP)
- National Center for Biomedical Research and Training (NCBRT)
 - Louisiana State University (LSU)
- National Emergency Response and Rescue Training Center (NERRTC)
 - Texas Engineering Extension Service (TEEX)
- Energetic Materials Research and Testing Center (EMRTC)
 - New Mexico Institute of Mining and Technology (NMIMT)
- US Department of Energy, Nevada Test Site (NTS)



These five members constitute the [National Domestic Preparedness Consortium](#) (NDPC).

Additional partners in this national training initiative include:

- Transportation Technology Center, Inc. (TTCI) *Recently added to the NDPC*
- National Disaster Preparedness Training Center at the University of Hawaii (NDPTC) *Recently added to the NDPC*
- Community Research Associates (CRA)

- US Army Dugway Proving Ground (DPG)
- International Association of Fire Fighters (IAFF)
- Naval Post Graduate School (NPS)
- National Sheriff's Association (NSA)
- General Physics Corporation (GP) at Pine Bluff Arsenal (PBA)
- Science Applications International Corporation (SAIC)
- George Washington University (GWU)
- Michigan State University (MSU)
- National Terrorism Preparedness Institute (NTPI)
- International Association of Campus Law Enforcement Administrators (IACLEA)
- International Association of Chiefs of Police (IACP)

NATIONAL DOMESTIC PREPAREDNESS CONSORTIUM

The National Domestic Preparedness Consortium (NDPC) is the principal vehicle through which the NIC identifies, develops, tests, and delivers training **free** of charge to state and local emergency responders. The following is brief description of each member and their expertise:

- ***Center for Domestic Preparedness (CDP)***: The CDP provides hands-on specialized training to state and local emergency responders in the management and remediation of WMD incidents. Located at the former home of the U.S. Army Chemical School, Fort McClellan, the CDP conducts live chemical agent training for the nation's civilian emergency response community. The training emergency responders receive at the CDP provides a valid method for ensuring high levels of confidence in equipment, procedures, and individual capabilities. Visit their website at <http://cdp.dhs.gov>.
- ***New Mexico Institute of Mining and Technology (National Energetic Materials Research and Testing Center) (NMIMT)***: NMIMT offers live explosive training including the use of field exercises and classroom instruction. NMIMT is the lead NDPC partner for explosives and firearms, live explosives, and incendiary devices training. Visit their website at www.emrtc.nmt.edu.
- ***Louisiana State University (LSU) National Center for Biomedical Research and Training (NCBRT)***: As a founding member of the NDPC, NCBRT has developed and delivered for the U.S. Departments of Homeland Security, Justice, Health and Human Services, and Agriculture, as well as for State and local jurisdictions, non-governmental organizations, and the private sector, many courses dealing with Weapons of Mass Destruction, counter-terrorism, and high consequence events, for all disciplines including emergency management, law enforcement (including tactical operations), HazMat teams, public health, EMS, hospital, agricultural, and others. The NCBRT has also developed and delivered numerous workshops and seminars, developed scenarios and exercises, and has provided

technical assistance to governmental and non-governmental entities. For additional information on NCBRT courses, contact LSU at <http://www.ncbrt.lsu.edu/>

- ***Texas A&M University (National Emergency Response and Rescue Training Center)***: Texas A&M delivers a set of courses to prepare public officials, emergency medical services, law enforcement, fire protection, and public works for the threat posed by WMD. Courses are developed and designed to provide each specific segment of the emergency response community with the tools needed to accomplish its role in the event of a WMD incident. Additionally, Texas A&M has developed an Interactive Internet WMD Awareness Course for emergency responders. Texas A&M also provides technical assistance to state and local jurisdictions in the development of WMD assessment plans. Texas Engineering Extension Service (TEEX) offers the following courses of instruction: WMD Threat and Risk Assessment, WMD Incident Management/Unified Command, Emergency Response to Terrorism Basic Concepts, Emergency Medical Operations, and WMD Awareness (Internet course). For additional information on TEEX courses contact TEEX at <http://www.teex.com>.
- ***U.S. Department of Energy's Nevada Test Site (National Exercise, Test, and Training Center) (NTS)***: NTS conducts large-scale field exercises using a wide range of live agent stimulants, as well as explosives. NTS develops and delivers a Radiological/Nuclear Agents course. NTS, in coordination with NIC, is establishing the Center for Exercise Excellence. The Center will allow NTS to train jurisdictions in the planning and conduct of exercises, tailored to the unique threats faced by participating jurisdictions. The Center will provide a critically needed new component of the overall exercise training program, meeting those special exercise needs as the state and local jurisdictions define their exercise priorities. For additional information on NTS courses contact NTS at <http://www.nv.doe.gov/combatingterrorism>

The SAA TPOC encourages the utilization of the NDPC & RDPC programs. These are state-of-the-art training programs taught by the nation's leading experts which cannot be replicated.

HOW TO REQUEST TRAINING – NDPC

This chart provides NDPC member course application information. Forms for those programs requiring applications can be found in the appendix of this document, or on the provider websites.

Provider	Registration Information		Application
Center for Domestic Preparedness	http://cdp.dhs.gov		
	Resident	<ol style="list-style-type: none"> 1. Visit the CDP website. 2. Locate the Course, Program Letter and Week Number. <ul style="list-style-type: none"> –One course per application 3. Fill out the CDP Application. <ul style="list-style-type: none"> –Ensure that you have 1st, 2nd, and 3rd choice week selections. Lack of 2nd and 3rd choices may impede your placement in a course. –Social Security Numbers are required. If you would prefer to contact the CDP directly regarding your social security number, please notify your SAA TPOC. 4. Fax or Email your application to (720) 852-6750 or Christine.gallardo@state.co.us 5. You will receive confirmation from the CDP when you have been registered for a course. <ul style="list-style-type: none"> –You may be placed on a wait list for full courses. 	Appendix H
	Mobile	<ol style="list-style-type: none"> 1. Please contact Craig Palmer at craig.b.palmer@saic.com regarding the availability of your requested course and course dates. 2. After confirmation from Craig Palmer, submit the completed Mobile Training Team Request form and submit to the SAA TPOC by fax or email at (720) 852-6750 or Christine.gallardo@state.co.us. 3. You will be notified by email if your request has been approved. 	Appendix I
New Mexico Tech	http://www.emrtc.nmt.edu/training/		
	Resident	<ol style="list-style-type: none"> 1. Visit the EMRTC-NMT Website 2. Locate the course and course dates for which 	Appendix J

		<p>you would like to attend</p> <ol style="list-style-type: none"> Complete the course application for the appropriate course <ul style="list-style-type: none"> Please note that your department head must sign off on the application Fax or Email your application to (720) 852-6750 or Christine.gallardo@state.co.us You will be notified by NMIMT when you have been registered for a course 	
DOE Nevada Test Site	http://www.ctosnnsa.org		
	Resident	<ol style="list-style-type: none"> Visit the CTOS website. Locate the course and course date for which you would like to attend Complete the course application. Fax or Email your application to (720) 852-6750 or Christine.gallardo@state.co.us for approval. You will be notified by CTOS when you have been registered 	Appendix K
	Mobile	<ol style="list-style-type: none"> Visit the CTOS website. Locate the course and identify course dates for mobile delivery Contact Elsie Gorden via email at GordenEL@nv.doe.gov for scheduling 	None.
NCBRT-LSU	http://www.ncbirt.lsu.edu/training/ScheduleInfo.aspx		
	Mobile	<ol style="list-style-type: none"> Visit the NCBRT-LSU website. Locate the course title and course code which you would like delivered. Contact the Colorado NCBRT State Coordinator via email to request delivery. Your request will be sent to the SAA TPOC by NCBRT for approval Upon approval you will be notified by NCBRT regarding scheduling 	None.
TEEX	http://teexweb.tamu.edu		
	Resident Mobile	<ol style="list-style-type: none"> Visit the TEEX website to locate the course title, code and delivery method. Visit the registration page or contact TEEX-NERRTC directly for course scheduling 	Online

RURAL DOMESTIC PREPAREDNESS CONSORTIUM

The nation's rural emergency responders face unique challenges when compared to their urban counterparts. In recognizing the need for consistent, quality training which addresses those challenges, Congress and the Department of Homeland Security (DHS) established the Rural Domestic Preparedness Consortium (RDPC) to develop and deliver relevant all-hazards training in support of rural homeland security requirements. Led by Eastern Kentucky University, the Consortium is comprised of academic partners that possess extensive experience and niche capabilities in developing and delivering homeland security curriculum to the rural emergency response community.

All training delivered by the RDPC is certified by DHS and is offered **tuition-free**.

To view an updated course listing, please visit <http://www.ruraltraining.org/view/courses>.

HOW TO REQUEST TRAINING – RDPC

If you are interested in registering or enrolling for any RDPC course, please contact the RDPC training center by telephone or by e-mail. When contacting the RDPC by email, please remember to **mention the name of the course you are inquiring about somewhere in the subject or body of your message**. Automated registration and course enrollment tools will be available on-line very soon.

Rural Domestic Preparedness Consortium
50 Stratton Building
521 Lancaster Avenue
Richmond, KY 40475
Phone: (859) 622-8106
Fax: (859) 622-8038

General mailbox: info@ruraltraining.org

EMERGENCY MANAGEMENT INSTITUTE (EMI)/NATIONAL EMERGENCY TRAINING CENTER (NETC)

Today EMI is accomplishing its mission of improving the competencies of United States officials at all levels of government to prevent, prepare for, respond to and recover from, and mitigate the potential effects of disasters and emergencies. EMI promotes integrated emergency management principles and practices through application of the National Response Framework, National Incident Management System, and an all hazards approach. EMI is the lead national emergency management training, exercising, and education institution.

EMI offers a full spectrum emergency management curriculum with more than 400 courses available to the integrated emergency management community, which includes: DHS/FEMA staff and disaster employees; Federal partners; State, Tribal, and local emergency managers; volunteer organizations; and first responders from across the Nation. EMI/NFA offer mobile, web-based and resident courses. Please visit www.training.DHS/FEMA.gov for more information.

HOW TO REQUEST TRAINING – EMI/NETC

- EMI/NETC
 - Visit <http://www.training.DHS/FEMA.gov/EMICourses/> to view the updated course schedules and vacancies
 - Fill out a DHS/FEMA Form 75-5 found on the EMI website (Appendix L)
 - Fax your completed DHS/FEMA Form 75-5 to Robyn Knappe at (720) 852-6750
 - You will be notified by EMI when you have been registered for a course

COLORADO STATE SPONSORED CATALOG

The section outlines the process for having courses added to the State Sponsored Catalog. For complete guidance please visit the TEI/TO Course Review and Approval Process at https://www.firstrespondertraining.gov/webforms/pdfs/approval_process.pdf.

Under Homeland Security Grant Program (HSGP) requirements, the TEI/TO Course Review and Approval Process is requisite for all non-TEI/TO training being developed and/or considered for inclusion in either the Approved State Sponsored Course Catalog or the Approved Federal Sponsored Course Catalog.

This TEI/TO Course Review and Approval Process supports the National Preparedness Guidelines by providing a mechanism to fill recognized and validated gaps in training emergency responders and citizens. The process is patterned after the more comprehensive TEI/TO Course Review Process used to certify training courses and programs developed by the National Domestic Preparedness Consortium (NDPC), Rural Domestic Preparedness Consortium (RDPC), and other TEI/TO Training Partners and adheres to established standards and best practices. This process will be used to evaluate submitted training courses and materials for their abilities to support and/or complement the Universal Task List (UTL) and Target Capabilities List (TCL), ODP Emergency Responder Guidelines and Prevention and Deterrence Guidelines, and applicable published regulations and standards (e.g., OSHA and NFPA).

The phases in the review and approval process are:

- Phase I: Request Development of New Courses or Review of Existing Non-TEI/TO Courses
- Phase II: Course Review and Approval Request
- Phase III: Initial Review (completeness and course redundancy check)
- Phase IV: Independent Third Party Review
- Phase V: Notification of Results

This process supports the mission of TEI/TO to provide high-quality training courses and materials to the emergency response community (Federal, State, local, and Tribal), and the private sector. Furthermore, this process will aid in preventing duplication of training courses and materials already available through the NDPC, RDPC, and other TEI/TO training partners and providers, Federal partners, and States and Territories.

All non-TEI/TO provided training supported using HSGP funds must follow an Instructional Systems Design (ISD) methodology, such as the ADDIE model, and support a blended learning strategy. There are five phases to the ADDIE model: Analysis, Design, Development, Implementation, and Evaluation. While the specific training deliverables and documents produced may change depending on the delivery method (i.e., instructor-led versus web-based), the phases and tasks performed remain the same. Additional information about the

ADDIE model and TEI/TO's Blended Learning Strategy can be found at <http://firstrespondertraining.gov/rtdc/state>. Further support for training developers is provided in the Responder Training Development Center (RTDC) including a set of online tools, templates and protocols to assist in the various phases of training design and development.

To request that a course be added to the State-Sponsored Course Catalog:

1. Complete the New Course Request Form (see Appendix N) and Course Design Document (CDD) (see Appendix O) and submit to the SAA TPOC.
2. After review of the documentation, you will be notified by email whether your course has approved by the SAA TPOC to enter the course review process.
3. At this time additional documentation or course documents in the DHS format may be requested (templates found at <https://www.firstrespondertraining.gov/rtdc/state/library.htm>).
4. The course information will be uploaded into the Webforms Portal by the SAA TPOC for review by the DHS Training Operations Office.
5. During the DHS review process your course *may* be eligible for delivery. No deliveries may be executed until you receive written consent from the SAA TPOC.
6. If the course is disapproved, no more grant funds may be expended on the course.

NON-APPROVED TRAINING

There are sometimes training gaps that cannot be met with approved DHS trainings. With this understanding, there is limited flexibility in allowing for grant expenditures on non-approved trainings. Grant reimbursement requests will be withheld if the proper procedures for requesting an exemption are not followed.

Federal guidance allows for three (3) deliveries of a non-approved course within a State over the lifetime of that course. **The deliveries will be granted as exemptions on a case-by-case basis only and must be pre-approved.** These exemptions are to be used to fill gaps exposed by real world events or exercises that cannot be met with courses from the DHS catalogs.

- *Each time a course is taught = 1 delivery*

To request an exemption, please fill out the Non-Approved Course Request in Appendix F. The following documentation is required: course flyer or information, budget details, any applicable exercise or real world AAR/IP that demonstrates the training gap.

ADDITIONAL TRAINING INFORMATION

CITIZEN CORPS

The State Community Preparedness Manager is located within the Governor's Office of Homeland Security. Each All-Hazards Region that receives Citizen Corps Program (CCP) Funds must have a Citizen Corps Council. To find out more about Citizen Corps training programs please contact your local citizen corps council or visit www.citizencorps.gov.

VOLUNTEER LIABILITY

Colorado Senate Bill 09-013 has expanded the State's liability protection for citizens who participate in emergency planning, training and exercises. All program managers are encouraged to become familiar with the new Colorado Revised Statutes regarding the participation of citizens in the afore mentioned activities. A summation of the CRS §24-32-2605 on Immunity can be found in Appendix T.

APPROVED INSTRUCTORS

In order to use HSGP funds to conduct DHS/FEMA approved training courses, the instructor must be authorized by the SAA or a DHS training partner such as EMI or CDP to instruct the respective course. In some instances, completion of the course Train-the-Trainer suffices as appropriate training credentials. Currently the SAA TPOC maintains a list of approved instructors for the following courses: NIMS/ICS, HSEEP, Incident Response to Terrorist Bombings (IRTB), Prevention and Response to Suicide Bombing Incidents (PRSBI) and Law Enforcement Protective Measures (LEPM). Please contact the SAA TPOC for a list of approved instructors by course.

If you would like to be added to the Colorado Approved Instructor list for any course other than ICS, please send a letter to the SAA TPOC describing the training course, your qualifications and any applicable training certificates of completion. Your request will be reviewed within 30 days of submission. As the need arises for local instructors to deliver DHS/FEMA approved training courses, a request for instructors will be sent out.

ICS/NIMS

The State POCs for the National Incident Management System, Incident Management Teams and Incident Command Systems are the Colorado Division of Fire Safety and the Colorado Division of Emergency Management. NIMS, IMT and ICS training can be coordinated through either office, as well as through the Center for Domestic Preparedness.

For information regarding attending or scheduling a course, please contact the respective training program manager or visit:

www.dola.state.co.us/dem/training/train.htm

www.dfs.state.co.us

<http://cdp.dhs.gov>

The Colorado Division of Fire Safety's NIMS/ICS Course Request Form can be found in Appendix M.

ICS INSTRUCTOR TRAIN-THE-TRAINER (TTT)

The Incident Command System Curricula Train-the-Trainer course (code L-449) prepares participants to deliver the ICS curricula. At this time the Colorado Division of Fire Safety, and the Colorado Division of Emergency Management, with the assistance of the Governor's Office of Homeland Security, manage Colorado's collection of approved ICS instructors. Since ICS is at the core of every aspect of homeland security in Colorado, these instructors are held to the highest of standards. In an effort to standardize the process for selecting these instructors, the Colorado Division of Fire Safety has created an application form which can be found in Appendix V. All applicants must complete this application, meet the minimum qualifications and provide all appropriate documentation in order to be considered for the L-499 training course. Once an application has been submitted, the applicant's qualifications will be reviewed by a panel at the state level. If approved, the applicant will be notified by email. After such time they may apply to attend the designated L-449 course at the Emergency Management Institute/National Fire Academy, the Center for Domestic Preparedness or a local delivery of the training course.

APPROVED INSTRUCTORS AND CURRICULUM

Instructors: In order to use HSGP funds to conduct NIMS/ICS approved training courses, the instructor must be authorized by the SAA or a DHS training partner, such as EMI or CDP, to instruct the respective course. Currently the SAA TPOC maintains a list of approved instructors; please contact the SAA TPOC for an updated list.

Curriculum: All instructors must use the DHS approved course curriculum and adhere to the approved course requirements such as course length, delivery method, etc. Please see Appendix W for a description of ICS course requirements as identified by the NIMS Five-year Plan.

INSTRUCTOR CODE OF CONDUCT

This policy applies to all authorized Colorado instructors supporting HSGP funded training. Violations of this policy should be reported to the SAA immediately. This code is necessary to ensure ethical business practices under the Colorado Homeland Security Grant Program and provides guidelines under which authorized Colorado Instructors should operate.

General Conduct

It is the policy of the SAA that all Colorado Instructors conduct themselves in accordance with the highest legal, ethical and moral standards. Instructors have a responsibility to their students to ensure a safe and healthy learning environment by following safety and health rules, and practices and reporting accidents, injuries and unsafe equipment, practices or conditions to the appropriate entity. A safe environment includes being free of the influences of alcohol, illegal drugs and controlled substances.

Violence and threatening behavior will not be tolerated.

Conflicts of Interest

Conflicts of Interest should be avoided. Instructors should not directly use their agency, committee or regional representation to secure personal financial benefits for themselves or any member of their immediate family.

A conflict of interest arises whenever the instructor has the opportunity to influence the financial decisions of the region in ways that could result in a personal financial benefit to the instructor or a member of the instructor's immediate family. Where said situations are unavoidable, the conflict should be disclosed and managed in a manner which protects the interests of the region and the Homeland Security Grant Program. Instructors must ensure that their role as a paid instructor does not interfere with their ability to make ethical decisions on a part of the region or as a participant of the region. Where possible, the conflict should be immediately mitigated so that they business of the region may proceed without disruption.

Other

Nothing in this policy shall be construed to permit, even with disclosure, any activity prohibit by law and federal grant guidance.

When instructors are found to be in violation of this Code of Conduct, they will be removed from the authorized Colorado instructor list by the SAA until further notice. *For a copy of the Colorado Instructor Code of Conduct, please see Appendix P.*

HOMELAND SECURITY EXERCISE PROGRAM

Exercises are an instrument to train for and practice protection, prevention, response and recovery capabilities in a risk free environment. They should be used to assess and improve performance while creating and maintaining relationships between disciplines and jurisdictions. This section covers guidance for the Colorado Homeland Security Exercise Program.

EXERCISE POINTS OF CONTACT

Efforts to make Colorado a safer community span all jurisdictions and disciplines. At the State level we have established a division of responsibilities that we believe will best serve our homeland security partners' exercise needs. Below please find the organization of exercise responsibilities between the Governor's Office of Homeland Security and the Colorado Division of Emergency Management. Contact information for these agencies can be found in Appendix A of this document.

Exercise Program or Need	GOHS	CDEM
Transportation Technology Institute (TTCI-Pueblo) Exercise		X
CSEPP Exercise		X
State and Regional TEPWs	X	
Technical Assistance for Regional/State Agency Training & Exercise Programs (i.e., Program Management, Regional TEPWs, etc.)	X	
Homeland Security Exercise & Evaluation Program (HSEEP)	X	
WMD/Terrorism Based Exercises	X	
Homeland Security Based Exercises	X	
AAR Submission	HSGP	EMPG
HSGP: State Homeland Security Grant Programs; EMPG: Emergency Management Performance Grant	X	X
All-Hazards Exercises		X
ESF and EOC Based Exercises		X
National Exercise Schedule System (NEXS)	X	
Consolidated State Training & Exercise Calendar	X	

EXERCISE PROGRAM MANAGEMENT

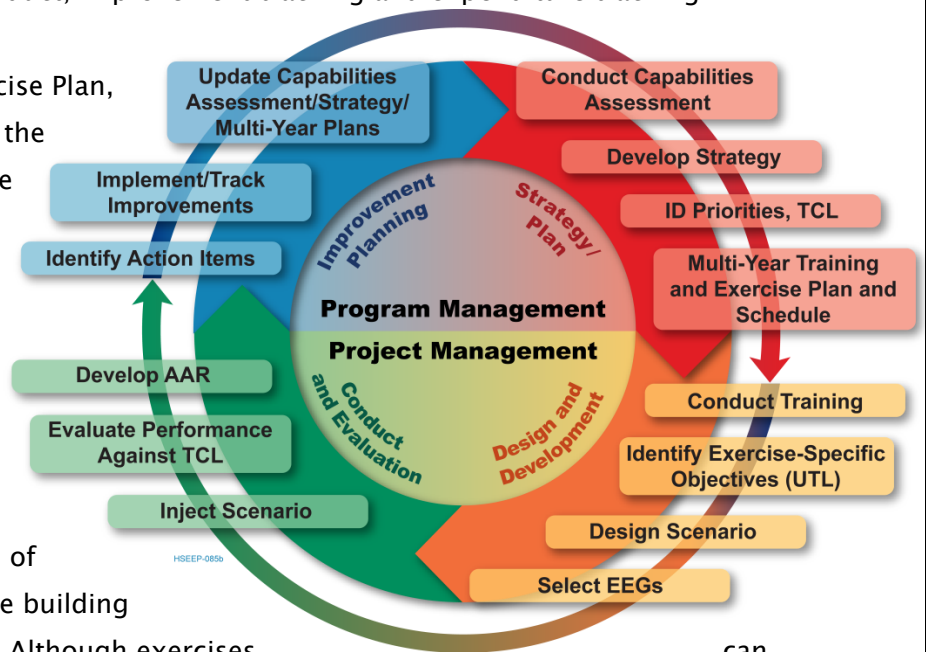
Exercise Program Management functions in a cyclical way, much like exercise planning does, in that it starts with a plan, a budget, coordinates with training activities, executes exercises, and completes the cycle with improvement planning. Program management can include the following elements: project management, budgeting, grant management, staffing, funding allocation, exercise planning & conduct, improvement tracking and expenditure tracking. A critical piece of exercise program

management is the Multiyear Exercise Plan, which in most cases is paired with the

Multiyear Training Plan to complete the activities of the Preparedness Cycle. The coordination and long term planning of exercises

outlined in this plan helps to eliminate duplicative efforts and share resources among multiple disciplines and jurisdictions. This plan defines and outlines the cycle of exercise activities by employing the building

block approach outlined by HSEEP. Although exercises can be executed as a single activity, greater benefits can be achieved through gradually increasing exercise complexity as training activities fill gaps identified in previous exercises.



HOMELAND SECURITY EXERCISE AND EVALUATION PROGRAM

The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities- and performance-based exercise program that was developed to provide common exercise policy and program guidance that constitutes a national standard for designing, developing, conducting and evaluating exercises. HSEEP is designed to be *adaptable* to any exercise program regardless of discipline, agency or organization and addresses the full spectrum of exercise types, scopes and scenarios.

The HSEEP Website, <http://hseep.dhs.gov>, contains information regarding the HSEEP Program, HSEEP Resources and guidance. Key information regarding the program can be found in the HSEEP Volumes. HSEEP Volumes One, Two and Three contain guidance for exercise design, development, conduct, evaluation and improvement planning. HSEEP Volume Four provides

sample exercise materials, and HSEEP Volume Five contains guidance and recommendations for designing, developing, conducting and evaluating prevention-focused exercises. All volumes can be accessed in PDF form on the HSEEP homepage.

HSEEP COMPLIANCE

HSEEP Compliance is defined as, “adherence to specific processes and practices for exercise program management and exercise design, development, conduct, evaluation and improvement planning.” The following are the four performance requirements for compliance established by HSEEP policy.

- Conduct an annual Training and Exercise Planning Workshop (TEPW) and maintain a Multiyear Training and Exercise Plan (MTEP)
- Plan and conduct exercises in accordance with the guidelines set forth by HSEEP Policy
 - This includes planning conferences and exercise documentation
- Develop and submit a properly formatted After Action Report/Improvement Plan (AAR/IP)
- Track and implement corrective actions identified in the AAR/IP

Appendix Q contains an HSEEP Compliance Checklist to assist exercise program participants in implementing HSEEP policy. This checklist is not a requirement, nor should it be submitted to the SAA or DHS; it simply serves as a resource to assist your program in implementing HSEEP.

REQUESTING AN HSEEP COURSE

Every year the GOHS will sponsor 4 HSEEP courses across the State (no more than 1 per region per year). This includes materials, and instructor(s). The class size minimum is 25, the max is 40. Please fill out the form in Appendix R to request a course and submit to the SAA EPOC via fax or email. If you need assistance coordinating your own HSEEP course using approved instructors and updated materials, please contact your SAA EPOC.

Periodically GOHS will sponsor an HSEEP Train-the-Trainer course. The state currently has an ample amount of HSEEP Trainers; currently no HSEEP Train-the Trainer courses are scheduled. If you are interested in obtaining this certification, please contact the SAA EPOC for more information.

ADDITIONAL EXERCISE TRAINING COURSES

The following DHS/FEMA courses provide additional foundation in the design, development, conduct and evaluation of homeland security exercises. For more information about these courses, please visit the EMI training website at www.training.fema.gov.

- IS-120.A Introduction to Exercises (EMI Independent Study)
- IS-130 Exercise Evaluation and Improvement Planning (EMI Independent Study)
- IS-139 Exercise Design (EMI Independent Study)
- G-130 Exercise Evaluation Course (EMI Mobile)
- G-135 Exercise Control Simulation Course (EMI Mobile)
- G-137 Exercise Program Manager/Management Course (EMI Mobile)
- *HSEEP Toolkit - currently in pilot test phase*

TYPES OF EXERCISES

There are seven (7) types of exercises defined within HSEEP, each of which is either discussion-based or operations-based.

Discussions based exercises are designed to familiarize participants with current plans, policies, agreements and procedures, or may be used to develop these documents.

Utility/Purpose		Type of Player Action	Duration	Real-Time Play	Scope
Discussion-Based Exercises	Familiarize player with current plans, policies, agreements, and procedures; develop new plans, policies, agreements, and procedures	Notional; player actions are imaginary or hypothetical	Rarely exceeds 8 hours	No	Varies
Seminar	Provide overview of new or current plans, resources, strategies, concepts or ideas	N/A	2-5 hours	No	Multi- or Single-Agency
Workshop	Achieve specific goal or build product (e.g., exercise objectives, SOPs, policies, plans)	N/A	3-8 hours	No	Multi-agency/ Single function
Tabletop Exercise (TTX)	Validate plans and procedures by utilizing a hypothetical scenario to drive participant discussions	Notional	4-8 hours	No	Multi-agency/ Multiple functions
Game	Explore decision-making process and examine consequences of those decisions	Notional	2-5 hours	No	Multi-agency/ Multiple functions

Operations-based Exercises validate plans, policies, agreements and procedures, clarify roles and responsibilities, and identify resource gaps in an operational environment.

Utility/Purpose		Type of Player Action	Duration	Real-Time Play	Scope
Operations-based Exercises	Validate plans, policies, agreements, and procedures; clarify roles and responsibilities; identify resource gaps	Actual; player action mimics reaction, response, mobilization and commitment of personnel and resources	May be hours, days or weeks, depending on purpose, type, and scope of the exercise	Yes	Varies
Drill	Validate a single operation or function of an agency	Actual	2-4 hours	No	Single-Agency/Single Function
Functional Exercise (FE)	Evaluate capabilities, functions, plans, and staffs of Incident Command, Unified Command, intelligence centers, or other multi-agency coordination centers (e.g., EOC's)	Command Staff actions are actual; movement of other personnel, equipment, or adversaries is simulated	4-8 hours	Yes	Multiple Functional areas/multiple functions
Full-Scale Exercise (FSE)	Validate plans, policies, procedures and cooperative agreements developed in previous exercises through their actual implementation and execution	Actual	One full day or several days or weeks	Yes	Multi-agency/ Multiple functions

EXERCISE PLANNING TIMELINE

HSEEP defines a variety of planning and after action conference in order to facilitate comprehensive and efficient exercise planning activities. The need for each of these conferences varies by exercise type and scope. They include:

- **Concepts & Objectives Meeting (C&O):** Held to identify the exercise type, scope, objectives and purpose. Sometimes held in conjunction with the IPC.
- **Initial Planning Conference (IPC):** The initial step of exercise planning. Held to determine design requirements & conditions, objectives, extent of play, and scenario variables.

- Mid-term Planning Conference (MPC): A working session to discuss exercise organization, staff concepts, scenario & timeline development, scheduling, logistics and review draft documentation.
- Master Scenario Events List Conference (MSEL): Development of the chronological list that supplements the exercise scenario with event synopsis and player tasks and responses.
- Final Planning Conference (FPC): The final forum for reviewing exercise processes and procedures.

The number and scope of planning conferences can depend on the complexity of the exercise, the amount of time the planning team has to prepare for the exercise, and the resources of the participating jurisdictions. Some conferences can be combined, such as the C&O and IPC. The planning team should schedule and estimate needed planning conferences at the outset of the planning process. For a sample exercise planning timeline, please see Appendix X.

EXERCISE DOCUMENTATION

The list below describes the important document types associated with most exercises. The types of documentation described here are all discussed in more detail in *HSEEP Volume II: Exercise Planning and Conduct*.

- A *Situation Manual (SitMan)* is a participant handbook for discussion-based exercises, particularly TTXs which provides background information on exercise scope, schedule, objectives, and scenario.
- The *Exercise Plan (ExPlan)*, typically used for operations-based exercises, provides a synopsis of the exercise, the exercise objectives, scope, safety procedures, and logistical considerations. It does not contain detailed scenario information.
- The *Controller and Evaluator (C/E) Handbook* supplements the ExPlan for operations-based exercises, containing more detailed information about the exercise scenario and describing exercise controllers' and evaluators' roles and responsibilities.
- The *Master Scenario Events List (MSEL)* is a chronological timeline of expected actions and scripted events (i.e., injects) to be inserted into operations-based exercise play by controllers in order to generate or prompt player activity.
- A *Player Handout* is a 1–2 page document, usually handed out the day of an exercise, which provides a quick reference for exercise players on safety procedures, logistical considerations, exercise schedule, and other key factors and information that will allow players to understand the overall simulation facts.
- *Exercise Evaluation Guides (EEGs)* help evaluators collect and interpret relevant exercise observations. EEGs provide evaluators with information on what tasks they should expect to see accomplished during an exercise, space to record observations, and questions to address after the exercise as a first step in the analysis process. They are intended to guide an evaluator's observations so that the evaluator focuses on

capabilities and tasks relevant to exercise objectives to support development of the After Action Report/Improvement Plan (AAR/IP).

- An *After Action Report/Improvement Plan (AAR/IP)* is the final product of an exercise. The AAR/IP has two components: an AAR, which captures observations and recommendations based on the exercise objectives as associated with the capabilities and tasks; and an IP, which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion.

PLANNING SCENARIOS

DHS has developed fifteen all-hazards planning scenarios for use in national, Federal, State, and local homeland security preparedness activities. The Scenarios are planning tools and are representative of the range of potential terrorist attacks and natural disasters and the related impacts that face our nation. The objective was to develop a *minimum number of credible* scenarios in order to establish the *range of response requirements* to facilitate preparedness planning. The following is a brief description of the fifteen planning scenarios.

National Planning Scenario 1: Improvised Nuclear Device – Detonation of an improvised nuclear device in the business district of a large city. Casualties are predicted to reach the hundreds of thousands, with millions of citizens required to seek shelter, shelter-in-place, or self-evacuate. Contamination could occur up to approximately 3,000 square miles. Economic impact is estimated in the hundreds of billions of dollars.

National Planning Scenario 2: Aerosol Anthrax – Dispersal of anthrax spores by aerosol delivery to a metro area with a significant commuter workforce. Casualties are predicted to reach approximately 13,000 fatalities and injuries, with over 100,000 citizens required to seek shelter, shelter-in-place, or self-evacuate. Contamination would be extensive. Economic impact is estimated in the billions of dollars.

National Planning Scenario 3: Pandemic Influenza – This scenario would be worldwide in scope nearly simultaneously. Without an effective preplanned response, a pan flu incident would cause 87,000 fatalities and 300,000 hospitalizations (15% attack rate). Within highly affected areas, shelter-in-place or quarantine would be required. Economic impact is estimated between \$87 & \$203 billion.

National Planning Scenario 4: Plague – Intentional release of pneumonic plague into 3 main areas of a major metropolitan city (airport, sports arena, train station). Casualties are unknown, but could reach the millions, based on historical estimates. Within highly affected areas, shelter-in-place or quarantine would be required, with possible large-scale self-evacuation from affected communities. Economic impact is estimated in the millions of dollars.

National Planning Scenario 5: Blister Agent – Dispersal of the chemical agent YELLOW (mixture of blister agents sulfur Mustard and Lewisite) at a large venue, causing direct contamination to the venue plus a downwind vapor hazard. Casualties include 150 fatalities and 70,000 hospitalizations requiring urgent and long-term care. More than 100,000 citizens evacuate or

seek shelter in the immediate area. Economic impact is estimated at \$500 million.

National Planning Scenario 6: Toxic Industrial Chemicals – Destruction of multiple containers at a fixed facility petroleum refinery, as well as explosion of multiple cargo containers at a nearby port, resulting in major fires and downwind exposure to chemical vapors. Casualties include 350 fatalities and 1,000 hospitalizations. More than 100,000 citizens evacuate, seek shelter in safe areas, or shelter-in-place. Economic impact is estimated in the billions of dollars.

National Planning Scenario 7: Nerve Agent – Sarin vapor release into the ventilation systems of three large commercial office buildings in a metropolitan area, killing 95% of the people in the buildings, as well as killing or sickening many of the first responders. Casualties are estimated in the thousands, with temporary shelter-in-place instructions given to 50,000 people in adjacent buildings. Economic impact is estimated at \$300 million.

National Planning Scenario 8: Chlorine Tank Explosion – Deliberate rupture of a chlorine storage tank, releasing a large quantity of chlorine gas downwind of the site. Casualties include 17,500 fatalities, 10,000 severe injuries, and 100,000 hospitalizations. Over a half million citizens shelter-in-place, evacuate to shelters in safe areas, or self-evacuate out of the region. Economic impact is estimated in the millions of dollars.

National Planning Scenario 9: Major Earthquake – An earthquake of 7.2 magnitude, followed by an 8.0 earthquake, occurs along a fault line in a major metropolitan area, causing the destruction of 150,000 homes and damage to 1 million buildings. Casualties include 1,400 fatalities and 18,000 hospitalizations. Over 500,000 citizens either seek shelter in safe areas or self-evacuate the area. Economic impacts are estimated in the hundreds of billions.

National Planning Scenario 10: Major Hurricane – A Category 5 hurricane hits a major metropolitan area, requiring massive evacuations or sheltering in safe areas. Casualties include 1,000 fatalities and 5,000 hospitalizations. Large destruction occurs, with 200,000 homes and buildings destroyed. Economic impacts are estimated in the billions of dollars.

National Planning Scenario 11: Radiological Dispersal Device – Detonation of “dirty bombs” in moderate-to-large cities. Casualties include 1,000 fatalities and 5,000 hospitalizations. One million citizens are evacuated and 150,000 seek shelter in safe areas. 200,000 homes are destroyed. Economic impact is estimated in the billions of dollars.

National Planning Scenario 12: Improvised Explosive Device – Detonation of multiple bombs via suicide bombers and large vehicle bomb (LVB) at a sports arena. Casualties include 100 fatalities and 450 hospitalizations. Evacuations of people in the immediate area to safe areas. Economic impact is estimated in the millions of dollars.

National Planning Scenario 13: Food Contamination – Deliberate compromise of a food production site results in 500 fatalities and 650 hospitalizations. Contamination occurs within the site where the contamination was dispersed. Economic impact is estimated in the millions of dollars.

National Planning Scenario 14: Foreign Animal Disease – Coordinated bioterrorism attack on the agricultural industry through infection of farm animals at specific locations. Huge loss of livestock with an estimated economic impact in the hundreds of millions of dollars.

National Planning Scenario 15: Cyber Attack – Deliberate cyber attack on several parts of the

Nation's financial infrastructure over the course of several weeks, including credit card processing facilities, ATMs, payroll processing, pension and mutual fund companies. Recovery of operations may take over a week. Economic impacts are estimated in the hundreds of millions.

Since these Scenarios were compiled to be the minimum number necessary to develop the range of response capabilities and resources, other hazards were inevitably omitted. In order to address hazards and threats that are specific to our state, Colorado has created 7 additional planning scenarios.

- Major Wild-land Fire
- Major Snow Storm/Blizzard
- Major Flood
- Major Tornado
- Large Scale Civil Disobedience
- Coordinated and Simultaneous Terrorist Attacks on Multiple Targets
- Attacks on Public Institutions

EXERCISE COST ESTIMATES

When determining your program activities it is important to allow for budget flexibility. Often times it is difficult to determine the exact cost of an exercise prior to the beginning of the planning process. What follows is a chart of estimated exercises costs. Depending on the size and scope of the exercise these costs may fluxuate, however these costs may be used for budget planning purposes. Please note that the use of exercise contractors for the design, development and conduct of exercises will add to the overall cost.

Type of Exercise		Duration	Types of Costs (Est.)	Estimated Cost
Seminar	Provide overview of new or current plans, resources, strategies, concepts or ideas	2-5 hours	Facility, materials, supplies, Audio-visual equipment, speaker fees	\$2,000-\$5,000
Workshop	Achieve specific goal or build product (e.g., exercise objectives, SOPs, polices, plans)	3-8 hours	Facility, materials, supplies, Audio-visual equipment, speaker fees, food	\$3,000-\$7,000
Tabletop Exercise (TTX)	Validate plans and procedures by utilizing a hypothetical scenario to drive participant discussions	4-8 hours	Facility, materials, supplies, Audio-visual equipment, food	\$7,000-\$10,000
Game	Explore decision-making process and examine consequences of those decisions	2-5 hours	Facility, materials, supplies, Audio-visual equipment	\$2,000-\$5,000
Drill	Validate a single operation or function of an agency	2-4 hours	Facility/location, materials, supplies, overtime/backfill,	\$10,000-\$20,000

			equipment costs	
Functional Exercise	Evaluate capabilities, functions, plans, and staffs of Incident Command, Unified Command, intelligence centers, or other multi-agency coordination centers (e.g., EOC's)	4–8 hours	Facility, materials, supplies, Audio–visual equipment, food, evaluation costs	\$25,000–\$50,000
Full–Scale Exercise	Validate plans, policies, procedures and cooperative agreements developed in previous exercises through their actual implementation and execution	One full day or several days or weeks	Facility/location, materials, supplies, overtime/backfill, equipment costs, food, safety related costs, evaluation costs	\$75,000–\$100,000 (2+ days = \$125,000–\$175,000)

HSEEP TOOLKIT

The HSEEP Toolkit is an interactive, on–line system for exercise scheduling, design, development, conduct, evaluation and improvement planning. The HSEEP Toolkit is not a system, but rather a collection of systems and tools. The HSEEP Toolkit supports Internet Explorer version 6; other internet providers or versions may not be compatible. The toolkit and toolkit guidance can be accessed at <http://hseep.dhs.gov>. Please see Appendix S for login and exercise creation basics. HSEEP Toolkit includes the following:



- National Exercise Schedule (NEXS) System – the Nation's online comprehensive tool that facilitates scheduling, deconfliction, and synchronization of all National–Level, Federal, State, and local exercises.
- Design and Development System (DDS) – a project management tool and comprehensive tutorial for the design, development, conduct, and evaluation of exercises. The DDS provides users with the appropriate templates and guidance from the HSEEP Volumes for developing timelines, planning teams, and exercise documentation (e.g., Situation Manuals, Exercise Plans, exercise planning conference materials). The DDS is the technological backbone for the planning process described in *HSEEP Volume II: Exercise Planning and Conduct*.
 - EEG Builder – The EEG Builder allows users to create customized EEGs both inside the Toolkit and through the website by selecting which Activities from a given Capability will be evaluated during an exercise. Users will also be able to create customized Tasks and Measures to further focus the evaluation process.

- MSEL Builder – The MSEL Builder allows exercise Lead Planners to create customized MSEL formats by selecting from a list of data fields. Once a Lead Planner has created their MSEL they populate data fields with exercise specific information. Data field population allows users to select from predefined exercise information to create individual injects for a MSEL.
- Corrective Action Program (CAP) System – a web-based application that enables users to prioritize, track, and analyze improvement plans developed from exercises and real-world events. Features of the CAP System include Improvement Plan creation and maintenance, corrective action assignment and tracking, and reporting and analysis. The CAP System functionality is based on the process described in HSEEP Volume III: Exercise Evaluation and Improvement Planning. The CAP System supports the process by which exercise and real-world events can inform and improve exercise programs and other preparedness components.

To register for access to the Toolkit, visit https://hseep.dhs.gov/dhs_sso/Register.aspx.

NEXS- NATIONAL EXERCISE SCHEDULE

The National Exercise Schedule (NEXS) was created to facilitate collaboration and coordination of exercises nationwide. The NEXS System coordinates homeland security exercises through synchronization and deconfliction to maximize efficiency and effectiveness and prevent duplication. NEXS can be accessed through the HSEEP Toolkit. Each area of the State has a NEXS scheduler. All HSEEP Toolkit users have calendar visibility, but not necessarily scheduling rights. To request scheduling rights, please contact your SAA TPOC.



DESIGN AND DEVELOPMENT SYSTEM

Design and Development System (DDS) – a project management tool and comprehensive tutorial for the design, development, conduct, and evaluation of exercises. The DDS provides users with the appropriate templates and guidance from the HSEEP Volumes for developing timelines, planning teams, and exercise documentation (e.g., Situation Manuals, Exercise Plans, exercise planning conference materials). The DDS is the technological backbone for the planning process described in *HSEEP Volume II: Exercise Planning and Conduct*.

The DDS also contains the Exercise Evaluation Guide (EEG) builder and Master Scenario Events List (MSEL) builder.

CAP SYSTEM

The Corrective Action Program (CAP) System is a web-based tool that enables homeland security partners to develop, prioritize, track, and analyze corrective actions following exercises or real-world events. Users may enter data from a finalized After Action Report/Improvement Plan (AAR/IP), track the progress of corrective action implementation, and analyze and report trends in improvement plans. The system helps organizations and jurisdictions remain accountable for strengthening preparedness by providing a central repository for improvement plans and analytic tools that track their implementation.

The system does not require users to provide any data beyond that in an improvement matrix. All data will only be visible to those individuals who have been assigned a formal role in the implementation of the plan; other users cannot access the files. This is especially beneficial for improvement plans which contain sensitive information.

To access the CAP system, contact the HSEEP help desk at support@hseep.net or 877-612-HELP.

REGIONAL EXERCISE SUPPORT PROGRAM (RESP)

The purpose of the RESP is to provide support to regionally coordinated exercise initiatives. The RESP supports regional, State, territorial, Federally Recognized Tribes, local, and Urban Area Security Initiative (UASI). Specifically, the program provides:

- Facilitation of Training and Exercise Plan Workshops (TEPWs);
- Delivery of the HSEEP Mobile Training Course, and;
- Exercise Support

While the RESP encourages and collaborates with all preparedness exercise initiatives, support will be provided to those exercise initiatives that demonstrate a direct linkage and/or alignment to:

- Specific requirements/criteria in the DHS/FEMA Grant Program Directorate Guidance⁴;
- National Exercise Program (NEP) and/or other Federally-mandated exercise initiatives;
- DHS/FEMA Regional Exercise Initiatives and/or Priorities;
- Multi-year Training and Exercise Plan (MTEP) and Schedule;
- State Homeland Security Strategies;
- Implementation of recommendations from AAR/IPs; and/or
- An exercise beyond the scope typically conducted by the applicant.

All applications for exercise support must be included in the jurisdiction's current MTEP and submitted to the National Exercise Division.

Under the RESP, planning an exercise initiative is a team effort between the DHS Exercise Support Team and the participating jurisdiction(s). Exercise planners are responsible for providing exercise objectives and strategic goals based on established priorities and capabilities, as linked to State, Regional, and/or National preparedness guidance , including the State Homeland Security Strategy, the National Preparedness Goal, and the Target Capabilities List (TCL). The RESP Exercise Support Team provides the delivery of support activities in accordance with HSEEP.

To coordinate an application through the RESP program, please contact your SAA EPOC.

VOLUNTEER LIABILITY

Colorado Senate Bill 09-013 has expanded the State's liability protection for citizens who participate in emergency planning, training and exercises. All program managers are encouraged to become familiar with the new Colorado Revised Statutes regarding the participation of citizens in the afore mentioned activities. A summation of the CRS §24-32-2605 on Immunity can be found in Appendix T.

ACRONYM LIST

AAR	After Action Report	MTC	Mobile Training Course
ADDIE	Analysis, Design, Development, Implementation and Evaluation	MTEP	Multi-year Training and Exercise Plan
AEL	Authorized Equipment List	MTT	Mobile Training Team
C&O	Concept & Objectives	NCBRT	National Center for Biomedical Research and Training
C/E	Controller/Evaluator	NDPC	National Domestic Preparedness Consortium
CAP	Corrective Action Program	NEP	National Exercise Program
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive	NERRTC	National Emergency Response and Rescue Training Center
CCP	Citizen Corps Program	NEXS	National Exercise Schedule System
CDC	Center for Disease Control	NFA	National Fire Academy
CDEM	Colorado Division of Emergency Management	NIC	National Integration Center
CDFS	Colorado Division of Fire Safety	NIMS	National Incident Management System
CDP	Center for Domestic Preparedness	NMIMT	New Mexico Institute of Mining and Technology
CTOS	Counter Terrorism Operations Support	NPG	National Preparedness Guidelines
DDS	Design and Development System	NRP	National Response Plan
DHS	Department of Homeland Security	NTS	Nevada Test Site
EEG	Exercise Evaluation Guide	RDPC	Rural Domestic Preparedness Consortium
EMI	Emergency Management Institute	RESP	Regional Exercise Support Program
EMPG	Emergency Management Performance Grant	RTDC	Responder Training Development Center
EMRTC	Energetic Materials Research and Testing Center	SAA	State Administrative Agent
EMS	Emergency Medical Service	SAA	State Administrative Agent
ExPlan	Exercise Plan	EPOC	Exercise Point of Contact
DHS/FEMA	Federal Emergency Management Agency	SAA	State Administrative Agent
		TPOC	Training Point of Contact
		SCIP	Statewide Communication Interoperability Plan

FPC	Final Planning Conference	SHSP	State Homeland Security Program
FY	Fiscal Year	SIEC	Statewide Interoperability Executive Committee
GOHS	Governor's Office of Homeland Security	SitMan	Situation Manual
HSEEP	Homeland Security Exercise and Evaluation Program	TCL	Target Capabilities List
HSGP	Homeland Security Grant Program	TEEX	Texas Engineering Extension Service
ICS	Incident Command System	TEI	Training and Exercise Integration
IECGP	Interoperable Emergency Communications Grant Program	TEP	Training and Exercise Plan
IMT	Incident Management Team	TEPW	Training and Exercise Plan Workshop
IP	Improvement Plan	TICP	Tactical Interoperable Communications Plan
IPC	Initial Planning Conference	TO	Training Operations
IPW	Improvement Planning Workshop	TOPOFF	Top Officials
LLIS	Lessons Learned & Information Sharing	TTCI	Transportation Technology Center, Inc.
MMRS	Metropolitan Medical Response System	UASI	Urban Area Security Initiative
MPC	Mid-term Planning Conference	UTL	Universal Task List
MSEL	Master Scenario Events List	WMD	Weapons of Mass Destruction

APPENDIX

- A. Contact Information
- B. Resources
- C. HSGP Allowable Cost Matrices – FY07, FY08, FY09
- D. Personnel Expense Caps by Fiscal Year
- E. State or Federal Sponsored Course Attendance Reporting Form
- F. Non-Approved Course Request Form
- G. Non-Approved Course Attendance Reporting Form
- H. CDP Resident Course Application
- I. CDP Mobile Training Team Application
- J. New Mexico Tech/EMRTC Course Applications
- K. Nevada Test Site/CTOS WMD RAD/NUC Tech Course Application
- L. DHS/FEMA-EMI General Admissions Application (75-5)
- M. CDFS NIMS/ICS Course Coordination Form
- N. Colorado State Sponsored New Course Request form
- O. Course Design Document (DHS Template)
- P. Colorado Instructor Code of Conduct
- Q. HSEEP Compliance checklist
- R. HSEEP Course Request Form (GOHS Sponsored)
- S. HSEEP Toolkit Login & Basic User Guide
- T. Volunteer Liability Statute
- U. DHS Approved Course Catalogs Worksheet
- V. L-449 ICS TtT Application
- W. NIMS Five-year Plan Course Requirements
- X. Exercise Planning Timeline Chart